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Policing

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for Better Policing

Professional placement toolkit

Insights, attachments, secondments and exchanges

Developing policing capability through professional placements –
a guide for forces and individuals



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Foreword



Policing is becoming increasingly complex and it is increasingly important to develop our people in partnership with others from outside policing. We face economic challenges, shifting demographics, rising citizen expectations, rapid technological advances and social media explosion. We need to reach outside and bring learning back into policing to help build a diverse and skilled workforce capable of meeting these complex policing challenges.

Insights, attachments and secondments form an important part of workforce transformation. Working with and as part of other organisations and sectors will give our staff the opportunity to develop skills and capabilities that they can't gain in policing. I have personally benefitted from working and studying with colleagues from other sectors and it has transformed the way that I see policing. It has made me proud of our staff and the service we deliver, but also made me recognise that we can learn from others.

Increasingly, individuals will take ownership of their own continuing professional development (CPD), with support from their force and the College of Policing. If you are considering a professional placement for your own development, I encourage you to think creatively and innovatively about what you can achieve and where. If you are a leader or manager, I encourage you to help break down the barriers and consider how professional placements can help fill gaps in your organisation's capability. Stepping out of a familiar environment to learn is not easy. Focus on what will be gained, not on the skills that will be lost. You also need to be mindful of how you will manage the individual's return and make the most of what they have learned.

Whether you are organising placements corporately, an individual developing their own placement or a manager supporting professional placements, this toolkit gives you information and access to the resources and support that you need. What this guide cannot give you is the determination and resilience to develop and make the most of professional placements. Nor can it answer the challenging financial question. The medium to long-term return has to be worth the investment. The best way to develop is often unique to you and your particular experiences and preferences. You have my support and the police service has given you permission to consider professional placements, but the necessary resilience and drive can only come from you.

Giles York, Chief Constable of Sussex Police
NPCC lead for Workforce Development

Introduction

The College of Policing **Leadership Review 2015** and the National Police Chiefs' Council and Association of Police and Crime Commissioners **Policing Vision 2025** set the context for professional placements. The police service recognises that there are skills and experience that we need in policing, but are harder to obtain on traditional career paths, particularly if career paths have been operationally focused. These areas include business acumen, innovation – particularly in the cyber and digital space – and experience of different and diverse leadership and employment cultures.

The Leadership Review recommendations initiated a two-year pilot project known as 'The promoting secondments across policing pilot'. Then, in 2016, Policing Vision 2025 committed the police service to delivering key elements of the Leadership Review, with 'workforce' being one of five key areas.

By 2025, policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.

Professional placements can contribute significantly towards this goal, cost-effectively building individual and force leadership, technical and cultural capability. This toolkit was developed from the learning gathered during the pilot project.

This toolkit supports individuals, managers and force leaders who are seeking to use professional placements as an organisational or individual development vehicle. It complements the **Guidance on Police Officer and Staff Secondments**, published by the Police Advisory Board for England and Wales (PABEW) in December 2013.

The guidance is presented in individual and organisational dimensions which should be read together. It gives some real examples of professional placements and outlines the benefits that placements can offer.



Detective Chief Superintendent Simon Parkes, Head of Safeguarding and Investigations at Suffolk Constabulary, spent two weeks with a multinational energy company. Simon planned and developed this placement himself.

‘People learn differently. For me, two weeks with a company on a tailored programme was to be a learning and development experience which far exceeded any managerial course I have undertaken.’

‘With a set of clear personal objectives, I worked with my host to develop a programme of 16 one-to-one meetings, attendance at a senior management team meetings, field and site visits, exposure to the security operation supporting the AGM and critiquing a hijack exercise.’

‘I could not have been more appreciative of the two-week window into the workings of the company. Was it worth it? Definitely.’

Simon’s host offered his view:

‘My initial motivation was to help senior officers from within my former service, although we gained much more through the experience than I would have envisaged.’

‘I received positive feedback from those who Simon talked to, many of whom had gone on to reflect on the discussion and challenge previous assumptions. This fresh perspective and testing of any ‘group think’ was of real benefit.’

‘So too were his insights. Simon offered me thoughts and ideas on the value he could take back and implement into the policing model, but also where it could enhance our own delivery.’

‘Overall, he stressed how much the learning experience has benefited his personal development – perhaps more so than conventional classroom teaching. This is very much consistent with our ethos, which adopts a range of experiential approaches as part of blending learning.’

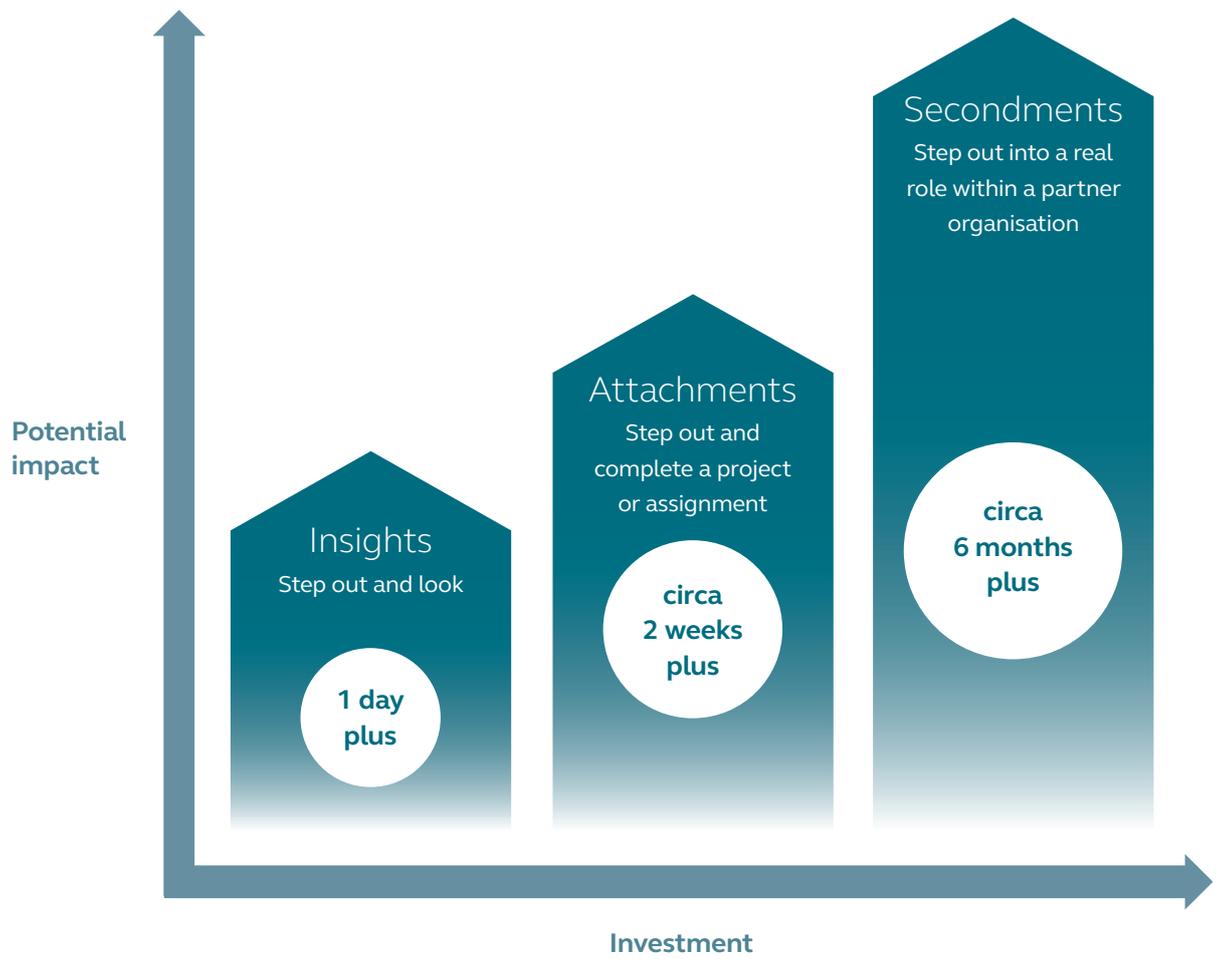
What is a professional placement?

Stepping out of your own organisation into another place of work for a time limited period to learn and develop, then bringing back your new learning and experience into your own organisation.

Staff who have a mix of different learning approaches will be much better equipped for their job and are more likely to apply learning in the workplace. It is recommended that 70 per cent of learning should be from experience, 20 per cent of learning from shared learning through other people and 10 per cent of learning from education or formal structured training. This is known as the 70:20:10 approach. A well-designed and well-supported placement will offer experiential and shared learning and may therefore be a very effective alternative or complement to structured **training**.

This toolkit identifies three broad types of professional placement, offering a different balance between the investment necessary and the potential for learning and capability building:

- Insights** Police officers and staff will spend a short period working together with colleagues from another organisation. They will see different approaches, explore how other organisations tackle particular challenges and innovate and solve problems together.
- Attachments** Attachments will give officers and staff practical experience in a sector as an alternative to a longer-term secondment. Attached staff will deliver a project or piece of work in a different organisation, but on a short-term basis. This may include presenting findings to a joint police/partner board, for example.
- Secondments** Seconded officers and staff will take on a role in a partner organisation. They will gain insight and exposure to the culture and challenges faced by the organisation and use their experiences to manage or be part of a project or team.



What are the benefits?

For the police service and individuals:

- gain exposure to working, leading and managing in an entirely new environment
- increase understanding of the challenges faced in other sectors
- develop commercial awareness and business acumen
- experience different approaches to operational delivery, particularly in the digital and cyber space
- make cross-sector connections and develop a broad professional network, leading to improved collaborative working
- develop specific skills.

For the partner organisation receiving police officers and police staff on placement:

- gain a fresh insight on specific challenges
- access policing skills or experience for a finite period
- increase knowledge of contemporary policing challenges
- experience leading, managing and working with risk, limited information, time pressure and public scrutiny
- develop new relationships and a network with policing.

Exchanges can multiply the benefits and offer our partners::

- first-hand experience of working in a complex policing environment
- experience of different perspectives on decision making, accountability and risk
- increased understanding of the challenges faced in the policing sector
- broader and deeper networks
- experience of how sectors can collaborate more for mutual benefits.

As placements develop, they have the potential to evolve into strong and lasting mutually beneficial relationships.

Applying the toolkit

Every professional placement is a unique relationship between the force, partner organisation and the individual. The general principles described below should apply across all placements, however, forces should select other elements of the toolkit and adapt them to suit the specific circumstances of the placement.

Different forces will take different approaches. Some forces may introduce a structure and apply resources to developing professional placements to fill capability gaps. In other forces, individuals with the necessary determination and drive will take ownership of professional placements as part of their own CPD.

Both approaches have advantages. Individually developed placements can be very tailored and unique – the process of securing the placement can be a great learning experience itself. A corporate scheme may open opportunities widely within the workforce and allow effective ongoing management of relationships to draw out wider benefits, but it does require a resources input.

General principles of professional placements

The following general principles are contained in the **Guidance on Police Officer and Staff Secondments**. They are repeated in this document and should form the basis for all types of professional placements.

There should be broad consistency with treating individuals on service away from their force, whether they are police officers or police staff, and whether or not service away from the force is covered by **section 97** of the Police Act 1996.

All placements will be organised based on the individual, home force and partner agreeing the following general principles:

- all individuals remain on the home force's establishment, return to the home force at the end of the placement and the placement counts towards length of service for all pay, terms and conditions and pension purposes
- individuals will not be disadvantaged and are eligible for any pay rises occurring during their placement:
- all placements must have an agreement which the individual, the home force and the receiving organisation must sign up to before the placement takes place
- all placements must be time limited with clear arrangements for termination or extension
- all placement procedures should be drawn up in accordance with principles of fair practice and equality of opportunity, including part-time working and job sharing, and a commitment to fair treatment should be exercised throughout the placement period
- all placements must have clear objectives and an agreed plan for monitoring their achievement
- individuals' welfare must be safeguarded and appropriate arrangements should be made before the placement, which should also include consideration of the reintegration process once the placement has been completed
- if different standards of professional conduct apply in the home force and receiving organisation, the individual is expected to adhere to the higher standard of professional conduct
- the home force will maintain the ultimate duty of care for the individual but others, such as the receiving organisation, also have a duty of care.



Acting Sergeant Michael Richard and a team from Barnett OCU linked up with a team at John Lewis Brent Cross branch to give each other an insight into their daily challenges.

‘As part of a range of ideas, my inspector Fifi Gulam-Husen began liaising with a senior manager from John Lewis, Brent Cross, to proactively seek a joint developmental opportunity. Over a period of a few months, Inspector Gulam-Husen and the manager of Business Protection, Systems & Finance at John Lewis, Brent Cross, agreed the aims and objectives and planned an interesting programme for us over two days. One day was spent working jointly at John Lewis and on the second day we hosted John Lewis staff at Colindale Police Station.

‘Inspector Gulam-Husen even invited along our OCU commander, who spent some time with the store manager. We all gained a lot for the two days and brought back some ideas that they are already implementing. What was particularly interesting was how John Lewis is facing similar challenges and how the organisation is tackling them. This has helped me look at our challenges in a different way.’

Dan Fraser, a section manager at John Lewis, reflected Michael’s thoughts, commenting, ‘It was remarkable to see the parallels of how similar the challenges are for both businesses.’

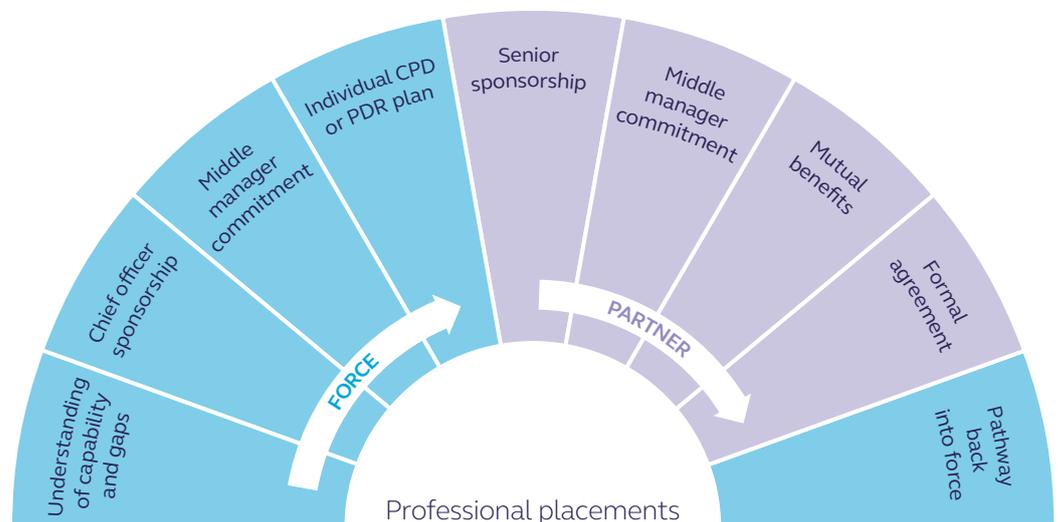
Both sides really valued the opportunity and are building on the new relationships.

Planning and preparing for professional placements

Organisational dimensions

A successful placement will have been planned carefully and have a number of key elements in place. The arch diagram provides a way of thinking about an organisational approach to professional placements. If one piece of the arch is missing or weak, the placement is less likely to be successful.

Each element must be considered, but it is not necessary to approach the elements in order. For example, middle manager support may be secured before chief officer sponsorship. Experience has shown, however, that the force-led elements are usually best considered before the partner-led elements. This ensures a professional and targeted approach to identifying and securing partners. It also ensures that clear thought has been given to how to maximise the value gained during the placement on return to force. Like the police elements, the partner elements need not necessarily be approached in order.



Understanding of capabilities and gaps. Forces should have an up-to-date understanding of the capabilities and culture in their organisation and have set ambitious goals and vision. These provide the framework around which relevant professional placements can be built.

Chief officer sponsorship. There is strong cultural resistance among police officers and staff to temporarily stepping away from a core role and taking a

professional placement, particularly if it is for more than a few weeks. Chief officer support for professional placements must therefore be role-modeled, clear and proactive. The chief officer sponsor then has a role to ensure that the benefits are realised during and after the placements and the individual is effectively supported.

Middle manager commitment. Middle managers must reflect the support demonstrated by their senior teams and take an organisation-wide view on the benefits of professional placements. These benefits may not immediately reflect on their team.

Individual CPD or PDR plan. Professional placement should become part of the language of the police service. Professional placements take time and resources to develop and they extract individuals from their core role. Managers should therefore encourage individuals to take ownership and a long-term view of their CPD.

Partner senior sponsorship and middle manager commitment. Once the goals for a placement are clear and support is in place, you are ready to approach partner organisations. Think broadly who about can support the placement – another police force, public, private or third sector. Design the professional placement in cooperation with the partner to ensure that the benefits are mutual and tailored. Ultimately, a senior sponsor in the partner organisation and a committed middle management team are essential to make the placement a success.

Existing professional relationships and networks provide an effective starting point. For example, if experience in a market-leading call centre is targeted, there may be a force colleague who has contact in such an organisation. You could use POLKA to identify connections nationally. Special constables, Direct Entry scheme colleagues, business crime teams and procurement and IT departments are also well-connected outside policing. The College of Policing also has a network of partners.

Force social media accounts reach out into communities and organisations. Consider seeking partners on these platforms – you may get some interesting and unique replies.

Local chamber of commerce or other umbrella organisations may also be able to provide valuable introductions.

Consider using the College and/or any force branded material to create a professional impression to support your approach. A College webpage, brochure and other material are available at www.college.police.uk/placements.

Securing a partner for a placement can be resource intensive and time consuming. Once contact has been established, a number of meetings are likely to follow to shape the placement. As a rule of thumb, the shorter the placement, the shorter the planning time. A short insight may take as little as a few a few weeks to organise. A secondment into a real post may take a number of months, perhaps even a year, from first contact to placement. Forward planning is essential.

Part-time or flexible working placements are encouraged. Be upfront with potential partners – they recognise all the benefits that flexibility brings.

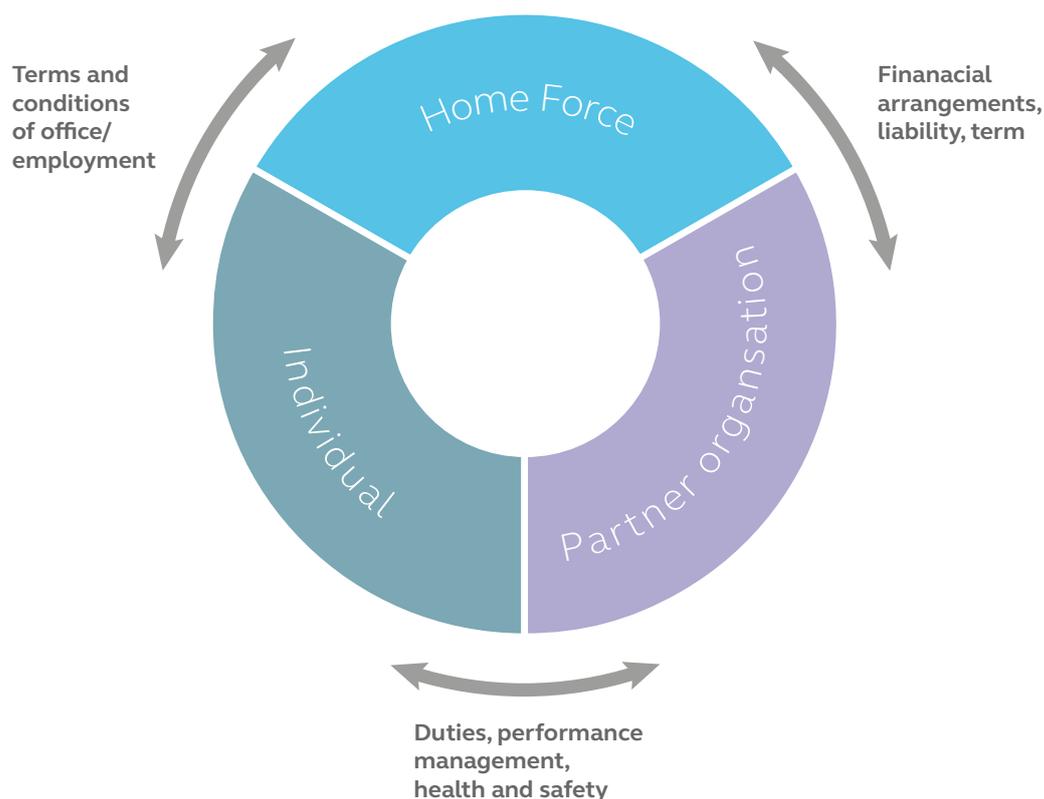
Consider the suitability of partners and conflicts of interests at all stages of preparing and planning professional placements. The **Code of Ethics** provides the framework for decision making.

Experience has shown that an agreement in principle with a partner may occasionally be withdrawn for a number of good reasons, including their own business cycles and staff changes. This is not a failure. A new network will have been established, policing will have been promoted and experience gained.

Mutual benefits. The police service must be honest and upfront about its goals and find mutual benefits with the partner organisation. Partner motivation can range from corporate social responsibility to a desire to acquire skill and experience possessed by individuals in policing.

Formal agreement. Every professional placement will have a unique formal agreement, the terms of which should be agreed by the home force, the partner organisation and the individual before starting the placement. This agreement should be set out in a formal written document and will be legally binding.

The agreement will cover three elements:



Visit the College membership website for a **template arrangement**. Modify this template agreement to suit the specific circumstances of the placement. Short insights may, however, only require a minimal agreement, for example, covering confidentiality or local procedures. Seek advice from force legal departments – the partner is likely to seek advice from their legal department. Use the POLKA community to learn from the experience of others.

Discuss financial arrangements honestly at an early stage and include salary and associated costs and business expenses. The chosen financial model will be unique and balance the benefits for the police service with that of the partner.

Experience during the pilot project found that:

- two-way exchanges of any duration may be cost neutral
- short insights may be nil cost to the partner

- attachments are likely to be at nil or minimal cost to the partner and business expenses may be paid by the partner in some circumstances
- secondments, where a police officer/staff member takes up a real post in an organisation, may be supported by a partial or full salary contribution from the partner and business expenses are likely to be met by the partner.

Accommodation, travel and subsistence costs will also be unique to each placement and should form part of the formal agreement. Make arrangements on the principle that the individual will not be financially disadvantaged during their placement, as this may unintentionally exclude some individuals.

Pathway back into force. One of the key challenges facing individuals who have benefited from a professional placement, and the forces receiving these staff back, is how to recognise and value their new skills and experience. Staff who have completed longer placements may have worked with a national or international perspective, perhaps with limited supervision, in new and challenging environments. When they return to force, it can be demotivating for the focus to be on the skills they have lost, not on what they have gained, and forces must challenge this attitude.

An aspiration could be to identify the 'return to force post' during the planning stage. In this way, the placement can be built to develop the individual for their next role. The pathway back into force is therefore clearly mapped and the individual and force are likely to maximise the benefits from the placement.

Valuing new skills does not necessarily mean placing individuals in a particular role on a return to force, however (for police staff, refer to police staff regulations). New skills and experience can be valued in other ways, for example, through projects, national working groups, mentoring or joining a reference group. In this way, the benefits may extend beyond the individual's own team or force.

While on placements, individuals must be kept up to date with changes in-force and offered equal access to opportunities. They should also complete any mandatory training and force fitness requirements.



Inspector Victoria Crockan from Lancashire Constabulary began a nine-month secondment in September 2017.

‘On Monday 4 September 2017, I began working as National Business Crime Strategy Manager for the Co-operative Group, based at its HQ in Manchester city centre.

‘The fantastic opportunity came about as a result of a pilot project being developed by the College of Policing, following their review of leadership development in the police service. Lancashire Constabulary could see the

benefit of exposing leaders to the outside business world, learning from their experiences and developing business acumen, while actually undertaking a purposeful role in the host organisation.

‘From a personal perspective, this secondment is challenging. I have been in the police service for 25 years and it’s comfortable and familiar. Working in the private sector has enabled me to stretch my comfort zone, develop my networking abilities and learn new skills. It has also coincided with commencing my studies for a master’s in business administration.

‘It is my intention to bring back any learning to policing and I am particularly interested to see how such a large organisation as the Co-op Group manages change and staff wellbeing. For the Co-op, I bring a wealth of policing and leadership experience and will offer them a policing perspective on some of the challenges that they face.

‘I have been asked the same questions a few times:

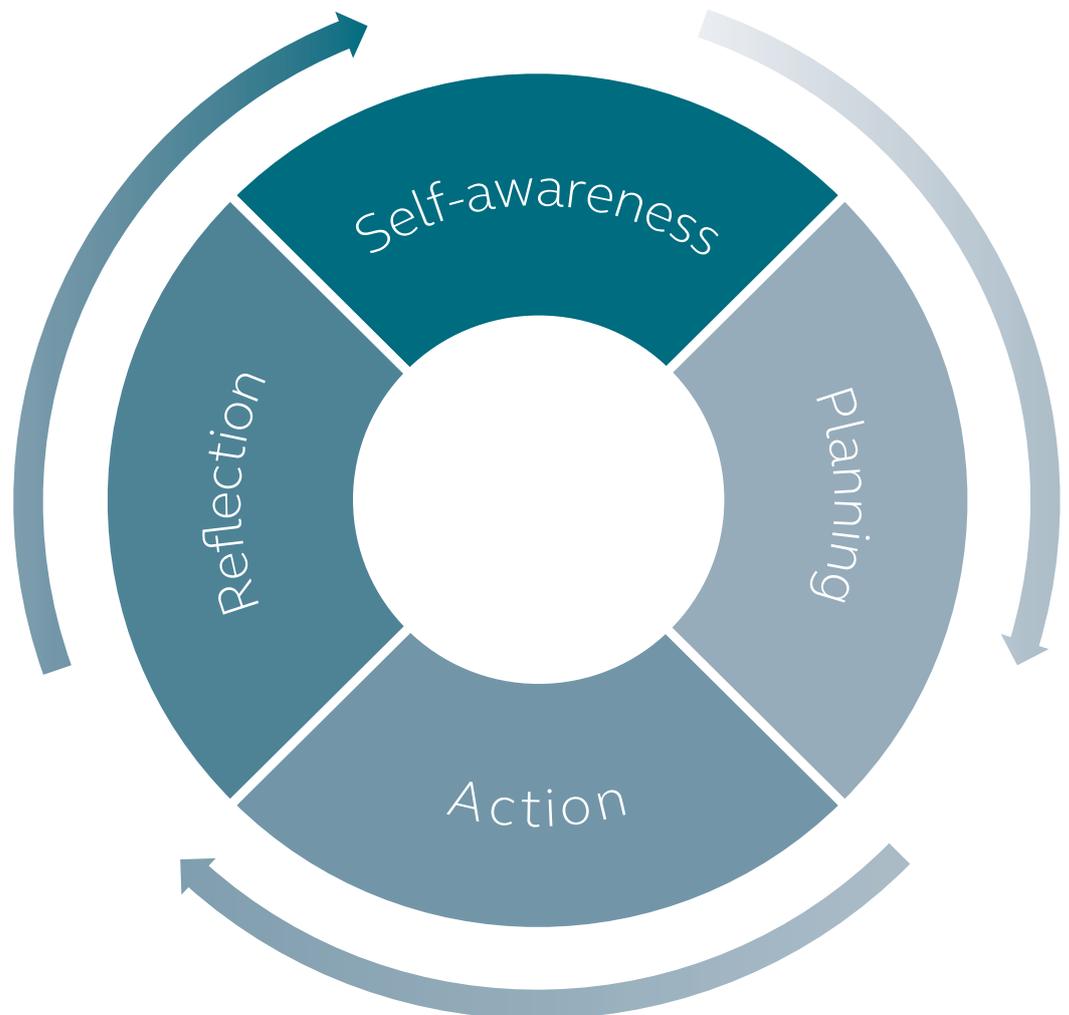
- Are you still a police inspector? Yes, however, I work for the Co-op Group in a specific role.
- How long are you seconded? For nine months, so I will return to Lancashire Constabulary in June 2018.
- How much will you earn? Same as usual. I will receive expense reimbursements for business travel, but have to pay for my own travel to and from work.’

Planning and preparing for a professional placement

Individual dimensions

The continuing professional development cycle

For a successful placement, where relevant new skills and experience are gained and valued, follow the College of Policing four-stage CPD cycle.



For further reference, see: http://www.college.police.uk/What-we-do/Development/professional-development-programme/Pages/CPD_how_-_a_toolkit.aspx

Self-awareness

Think carefully about your development and that of your team. Professional placements are one CPD option among many, but they are an option that can provide you with experience that you can't gain in your own workplace.

Articulate your development goals, making links to your force's goals. For example, refer to your force's strategic leadership requirement, strategic assessment or annual plan. Think clearly about what you are trying to achieve at this stage, not who your partner organisation might be.

Record your goals in your PDR or CPD plan and talk them through with your manager, mentor or others. Think well ahead about your own development and career path. Time spent developing and discussing your CPD plan will not be wasted.

'It took well over a year to develop my placement. I needed to be clear on what I wanted to achieve and then it had to be at the right point in my career.'

Simon Parkes, Suffolk Constabulary.

Planning

You can approach professional placements individually or corporately. Both approaches are challenging, but individually developing a placement will be a learning journey itself. You will meet lots of new people who have an interest in policing and many will remain valuable contacts. You can also be creative and unique. As you develop your plans, share them with colleagues and connect with colleagues who have been or are on placements via POLKA or College membership.

'In the last few years, I have spent time with Tesco, British Airports Authority and Wembley Stadium, all to help solve specific problems in my workplace.'

Russel Hughes, Metropolitan Police Service.

Without senior support, trying to bring new skills and ideas back into policing is likely to prove challenging and demoralising. The support of a manager and a senior sponsor needs to be in place as the placement is designed, takes place and for a period after the placement. The manager should assist with developing the

placement plan and offer support throughout the experience. The senior sponsor should ensure that the benefits are realised and have longevity.

Securing support for a professional placement can be thought of in terms of a business case. You should be able to demonstrate the benefits that you anticipate for yourself, policing and your partner. Identify the disadvantages too. For instance, your role may need covering and there may be financial costs. The stronger your business case, the more likely you are to be supported.

You may only get one opportunity to approach to a partner, so prepare thoroughly. Every contact with a potential partner is also an opportunity to build networks and enhance the reputation of policing. Information supporting your approach to potential partner is available via the College **website**. Be prepared to explain the unique skills and experience that police officers and staff have and how they are transferable into other work environments.

Action

Clear objectives must be in place before your placement begins, whether it be for one day or nine months. Work with your force and the partner organisation to define these.

During your placement, record your reflections, successes, learning, new or improved knowledge and consider how you can share this with colleagues.

Stay in touch with your force. You can start bringing back learning from the first day of your placement. Aim to showcase your work widely in your force and the wider College of Policing membership.

Invite your partner into your force while you are on placement, or arrange a return placement. Aim to build a lasting relationship.

“I wanted to do a placement in an IT / tech business that has significant experience of delivering government contracts as I feel it is critical, if I am to make good decisions as a senior police leader, that I have some commercial understanding and can see how and when it works well and the underlying factors on both sides when it doesn't.

The secondments is going well and I'm pulling together a number of sessions to feed learning back into my force."

Tor Garnett, Metropolitan police Service.

Reflection

Share your new knowledge when you return to your force – it has real value to the service. Consider using force media channels, POLKA, a blog and the College of Policing newsletter. Use your new network to develop opportunities for other colleagues. Consider how your new skills and experience may benefit policing beyond your own role or force, for example, national working groups or projects.

'It was great to spend a little time away from the day job focused on learning from Ash and his team. Around the force you hear people with ideas, that some call moans, and I really learnt that we can deal with many of these if we make sure that everyone has a voice and feels that they own their working environment. It is also great to have Ash on the end of a phone.'

Adam Wilkins, Derbyshire Constabulary.

You can find reports and blogs from colleagues who are on or who have completed placements on the [membership area](#) of the College website.

A self-assessment tool is under development by the College of Policing. This is intended to be used by officers and staff from the planning stage of longer attachments and secondments until their completion. It will help you check that the building blocks are in place for a successful placement, identify objectives and capture evidence during and after your placement for evaluation.

The self-assessment toolkit will also help capture specific skills that you have gained outside your own place of work. The College will use this information to build links and networks with others in the service who could benefit. It will not be mandatory, but its use will benefit individuals and the wider service.



Temporary Superintendent Conway Duncan from Wiltshire Police is on a nine-month secondment to Nationwide Building Society.

‘In June 2017, I was selected by my force to take up a placement in the Compliance & Financial Crime area of the Transformation Team at Nationwide Building Society. This fitted well with my place on the force Developing Leaders programme and, at the conclusion of the secondment, I hope to return to a new superintendent’s role in-force.

‘Nationwide invests significantly in business transformation and this was an exciting opportunity to understand how a commercial bank tackles transformation. Of course, Nationwide is a value-based organisation too, and I am building an understanding of how commercial decisions are balanced with these values and will bring this knowledge back into policing. Commercial pressures in policing and the need to innovate and change are not likely to decrease in the foreseeable future.

‘The secondment is also an opportunity to build on the existing strong relationships between Nationwide and Wiltshire Police.’

Superintendent Gavin Williams, Head of Organisational Development, Wiltshire Police, is Conway’s key force contact.

‘This placement is an important part of Conway’s development and a significant investment for the force. Keeping in regular contact with Conway and Peter is absolutely essential. As the key force contact, I have three roles. Firstly, I check the placement is working for Conway, Nationwide and the force. Second, I keep Conway well-connected with the force and he is shadowing my senior officer on-call rota. Finally, we are only about six weeks onto Conway’s placement, but we are already working together to plan Conway’s return to force to ensure that his new skills and experience are maximised. Peter has been really helpful and is shaping Conway’s role to give him exposure in areas wider than his specific role.’



Peter Lear, Head of Transformation for Risk and Compliance at the society, said:

‘Conway is already making a difference in the project team. His leadership style, patience and inquisitive nature are immediately evident and have helped the team consider different perspectives around the work that we do. It’s certainly not a one-way street and we are learning from his professional skills all the time.

‘It’s great to see that the culture we hold so dear in the society is so tangible to someone from outside the organisation. We’ve also discovered that we share many of the same challenges as the police when it comes to meeting the diverse needs of our members, maintaining colleague morale and managing finite resources.

‘The early signs are very promising that the professional placement will meet its objectives of benefitting Conway, Nationwide and the police.’

Further guidance

Refer to the **Guidance on Police Officer and Staff Secondments** for further guidance on professional placements. Where this guidance uses the term 'secondments', take this to include insights, attachment and secondments. It will be evident where the provisions apply specifically to secondments under **section 97** of the Police Act 1996 and also where the provisions are unlikely to apply to short insights.

Staff associations

This toolkit has been reviewed by the Promoting Secondments across Policing working group. Its membership includes the PSAEW, PFEW, Unison, the College of Policing and representatives from eight police forces.

The staff associations recommend that officers and staff considering professional placements make early contact with their force representatives to ensure that appropriate support is offered and, specifically, arrangements in relation to PSAEW insurance cover or PFEW legal expenses funding scheme are fully understood.

The PSAEW recommends the following specific insurance arrangement:

In order to maintain continuity of insurance cover, superintending ranks must notify the PSAEW national secretary prior commencing a placement. The national secretary will notify the association insurers of the details of the placements.

Support and resources

POLKA – <https://polka.pnn.police.uk/en/Communities/Home/?clubId=770>

Online membership toolkit – <https://membership.college.police.uk/professional-development/placements/placements/>

College of Policing Professional placements external page – www.college.police.uk/placements

Guidance on Police Officer and Staff on Secondments – <https://www.gov.uk/government/publications/circular-0172013-guidance-on-police-officer-and-staff-secondments>

Preparing for ACPO – research by NPIA identifying benefits of external placements when preparing for ACPO – http://whatworks.college.police.uk/Research/Documents/Preparing_for_ACPO_0912.pdf

Bobbies on the net: a police workforce for the digital age – research by Reform identifying benefits of external placements for to enhance future policing skills and capability – <http://www.reform.uk/wp-content/uploads/2017/08/Bobbies-on-the-net.pdf>

About the College

We're the professional body for everyone who works for the police service in England and Wales. Our purpose is to provide those working in policing with the skills and knowledge necessary to prevent crime, protect the public and secure public trust.

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